sense 94

The 94th consecutive issue in a series of periodicals devoted to strategic communications issues affecting top management

How corporate and brand identity management contributes to a company's **growth**

return on image

INTERVIEWS WITH:

Bernard Marcus
Chairman and Chief Executive Officer
The Home Depot

FEATURES:

The Best of Sense

Yong Sung Park
Vice Chairman, Doosan Group
Chief Executive Officer, Oriental Brewery

The Link Between Identity and Growth

Dana G. Mead
Chairman and Chief Executive Officer
Tenneco

Taking Stock at 50 Years
Lippincott & Margulies Marks a Milestone

return on image

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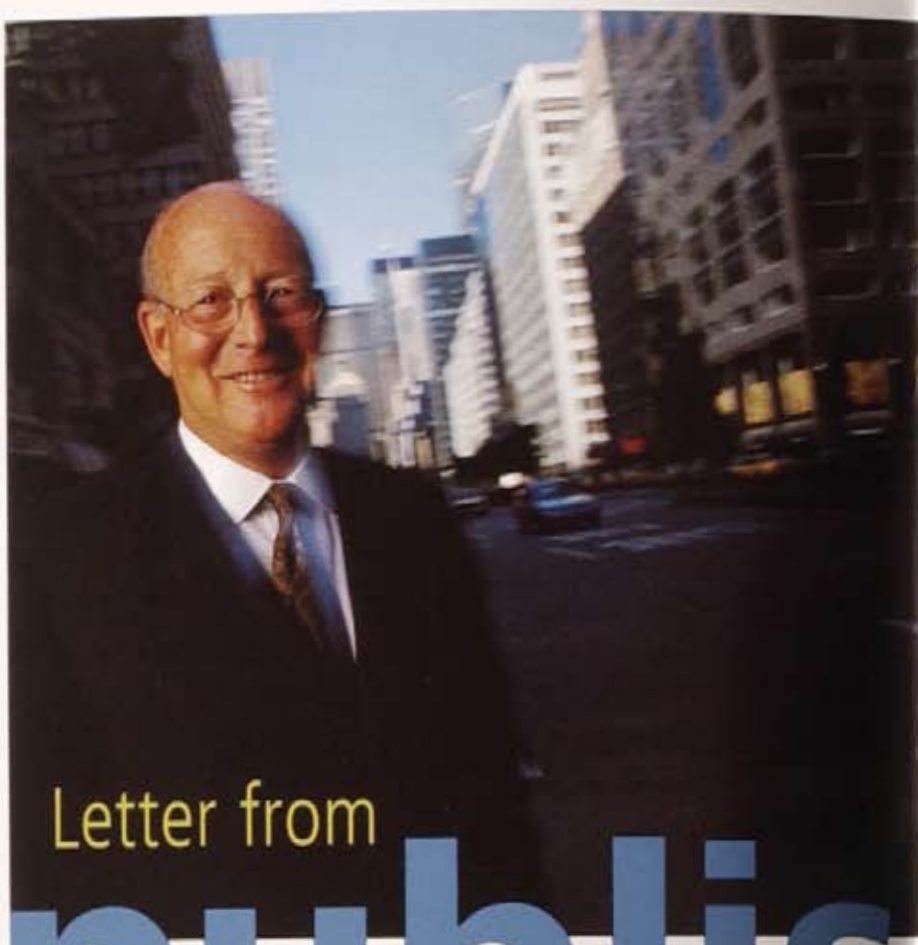

Letter from

the publis

A brief history of **corporate design**

Lippincott & Margulies' first 50-plus years of business have coincided with what could aptly be described as the most dynamic period in modern history. From V-J Day to the present, a lifetime of change has been compressed into each decade. Throughout, the firm has played a pioneering role in helping corporations manage their corporate and brand identities — and stay a step ahead of the time.

There's an old business maxim that goes, **"No company ever saved its way to the top."** Cost cutting and downsizing may have their place, but the driving force behind any flourishing company is growth. Whether you define it in terms of earnings, profitability, market share or geographic scope, growth is the sine qua non of competitive viability. Stop growing and you wither on the vine.

There are many roads to growth, many strategies for achieving it. In this, the 94th issue of **Sense**, we explore the links between reputation, growth and the return companies can expect from the skilled management of corporate and brand identity.

Of course, identity management won't do much for a company's growth prospects if it is viewed purely in terms of aesthetics. To realize the greatest return, you must be prepared to get your company's leadership on board, and to build your new identity into your core business strategies. We examine the powerful **impact of corporate and brand identity management on growth** on page 12.

We explore the links between reputation, growth and the return.

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Three companies that have grasped this notion with particular clarity are **Tenneco, Doosan Group and The Home Depot.** In revealing interviews, their chief executive officers discuss how their companies have tied growth strategy to identity management, and some of the obstacles they have hurdled along the way.

In reading their comments, we couldn't help noticing that the identities of these three rather dissimilar organizations share three important attributes. First, **they are all customer-focused.** "Our customers feel comfortable in our stores," says Home Depot CEO Bernard Marcus, "comfortable enough to ask any kind of question — even one they might think sounds foolish."

They are also **in tune with the times.** Doosan's image may be rooted in the 19th century, but to compete globally, it must adapt itself to the 21st. To do that, says Vice Chairman Yong Sung Park, "the company is pursuing a new corporate image through a more aggressive style of management."

Finally, there is **simplicity.** As Tenneco's Dana Mead observes, "In this increasingly competitive world, the easier a company is to understand the better."

To be sure, the world was already becoming a pretty competitive place when Lippincott & Margulies first set up shop some 50 years ago. From our early days as an industrial design firm, we have been privileged to work with thousands of companies in creating and managing lasting identities. And we've been witness to powerful forces, most notably globalization and the onward rush of information and communications technology, that have transformed the marketplace in ways few could have foreseen a generation ago.

In a retrospective feature, we look back on our first half-century and offer some thoughts and observations on what arguably has been **the most exciting and momentous period in modern times.** We have no doubt the next 50 years will be at least as exciting.

Kenneth J. Roberts President and Chief Executive Officer • Lippincott & Margulies

1940s

The Return of Peace — and Prosperity

Prosperity arrived following World War II, and with it came record demand for industrial and consumer goods. New businesses and brands proliferated. Television offered a means of reaching millions of consumers with a single message. Building on its strength in industrial design, Lippincott & Margulies helped pioneer the field of package design and brand identity. Many of its early efforts in these areas still fill blue chip positions in their companies' portfolios.

Tucker

FTD

WATERMAN

The business world has hardly remained static over the past 40-50 years. But, to recycle a cliché, some things never change — such as the power of corporate identity to affect behavior, impel growth and create value for a company. Neither has the mission of **Sense** changed. In its first issue, then called **Design Sense** and published by Lippincott & Margulies in 1956 when the firm was nearly a decade old, **Sense** carried these words from company founder J. Gordon Lippincott: Every issue must contain at least one important insight that will help senior managers and their companies perform better. A heady mandate — and one that guides **Sense** to this day. Following are highlights of some of **Sense's** most memorable past issues.

The best of Sense

Design Sense 18

Design for World Markets. On the eve of the 1960s, U.S. manufacturers found themselves fighting a marketplace battle far rougher than they had ever known. As war-torn Europe rebuilt its industrial capability, its goods were successfully finding a market in the U.S., while American exports were losing customers abroad to foreign competition. This early edition of **Design Sense** argues for a reassessment of U.S. industry's approach to design, branding and identity in the context of an emerging global marketplace. Plus: an overview of the World's Fairs from 1876 to a preview of 1964's fair in New York, with the products of a postwar world.

Design Sense 25

Communication Pitfalls of Mergers, How to Avoid Them. Many strategically sound mergers ultimately fail because they cling to an old corporate name that no longer fits their expanded array of companies and products. A look at how several successful mergers in the 1960s avoided naming missteps and created powerful new corporate identities. Also, Hale Nescafé launched an innovative packaging design concept.

Sense 93

Employees and Image: The New Corporate Ambassadors in the Marketplace.
A committed workforce is key to a company's competitive advantage. But how does a company create a culture that brings out the best in its employees and casts them as enthusiastic ambassadors to the world at large? Industry leaders — including Johnson & Johnson and The Gillette Company — discuss how a culture of employee respect, reward and motivation can yield marketplace success. Special: How a Canadian retailer turned its logo into a statement of status — an emblem of a club to which employees want to belong.

Sense 91

What Makes a Brand's Image Valuable?
Of all the assets a company owns, few are more irreplaceable than the image of its brands. How are winning brands created? What can management do to grow and sustain brand value over time? These and other questions are addressed in interviews with leaders in three diverse industries — consumer package goods, the media and financial services. Also: highlights of a provocative Conference Board symposium, "Bringing Identity Into Focus."

Design Sense 26

How Major Companies Change Their Names. An analysis of successful — and not-so-successful — name changes by New York Stock Exchange-listed corporations in the late 1950s and early '60s. Also: excerpts from **Innovation in Marketing**, by Harvard Business School Professor Theodore Levitt.

Design Sense 49

What Wall Street Says — and Does — About the Corporate Image. How do investors and security analysts weigh corporate worth? By a company's financial performance, certainly — and by the market forces that affect it. But, as four prominent Wall Street opinion leaders note, corporate image is also a critical, if often overlooked factor in the Street's take on companies. Special: an analysis of corporate image on the price/earnings ratios of 11 major corporations.

Sense 60

Where Are U.S. Banks Going Today? The answer appears to be — almost anywhere they're allowed. By the late 1960s, some of the nation's largest banks were venturing into areas far removed from banking's traditional turf, such as insurance and credit cards. Six financial leaders offer their thoughts on this trend and its implications for corporate image.

Sense 62

Enter Superbrand: A Unique Marketing Concept That Builds for the Future. Supermarket chains and other large retailers expanded and diversified rapidly in the late 1960s, giving rise to a new marketplace entity: the superbrand. Among the earliest and best-known examples was Supermarkets General Corporate, later known as Pathmark. As it showed, superbrand marketing required a new approach to identity management — but the rewards, both immediate and long term, could be enormous.

Sense 72

Closing the Image Gap. As a company grows and evolves, a carefully structured, deftly executed corporate identity program can yield significant cost savings while providing a distinct competitive edge. An in-depth look at some corporate identity successes, including IMC, American Express, United Technologies and Pizza Hut.

Sense 73

Selling the Sizzle and the Steak. A well-designed store is more than just a pretty face. As applied to retailers, environmental marketing design is a professional discipline concerned with creating selling environments that attract customers, support marketing objectives, reinforce corporate identity and boost sales. Also: a self-test to gauge the effectiveness of your company's retail environmental marketing design.

Sense 78

Retail Power. It takes more than advertising to build a commanding marketplace presence. Four retailers — two large, two mid-size — demonstrate the power of a total communications approach that integrates every medium through which they project their image and identity, from product names, to signage, to employee uniforms. Also: a pictorial feature on Lippincott & Margulies' communications programs from around the world.

Sense 87

Takeovers: Are They Restructuring Corporate America? Takeovers and mergers can be a healthy aspect of the business scene — but some are a serious threat to management and investors. Either way, the wave of takeovers that began in the 1980s has reshaped American industry and public perceptions of long-established industries. Four prominent chairmen offer incisive commentary on the broad significance of takeovers and corporate restructuring.

Sense 86

Deregulation and Diversification: Communicating in an Environment of Change. Since the late 1970s, deregulation has transformed and revitalized many U.S. industries, creating myriad new opportunities and challenges. As they rapidly move into new areas, deregulated companies and industries face the urgent task of accurately defining and communicating their identities. How companies in three deregulated industries — energy, telecommunications and financial services — adapted their corporate identities to reflect evolving marketplace realities.

Sense 85

The Corporate Name: To Change or Not to Change. Each year, hundreds of companies, large and small, change their names — a process that can be expensive, time-consuming and emotionally wrenching. But as companies are reshaped and redefined by management changes, mergers, diversification and restructuring, an outmoded name can be a liability. A look at how three major corporations reassessed — and decided to change — their name, and the benefits they derived.

Sense 82

Why Don't People See Your Company the Way It Really Is? It happens often: a well-managed company with outstanding performance and profitability is widely misunderstood. Perhaps the public sees only past struggles, or mistakes the part for the whole, or places the company in the wrong industry. Such misperceptions can hamper a company's appeal to consumers and investors. As six case studies show, a positive corporate identity can bridge the reality-perception gap and provide a key to profitability, growth and even survival.

TENNECO

From its origins as a gas pipeline company, Tenneco has evolved into a global diversified manufacturing company focused on automotive parts and packaging. Worldwide leading brands include Monroe shock absorbers, Walker exhaust systems, and such familiar household brands as Hefty® and Hefty One-Zip® bags, and Ekco® aluminum products.

A former professor at the United States Military Academy at West Point, **CHAIRMAN & CEO DANA MEAD** earned a bachelor's degree in engineering from that institution and a doctorate in political science and economics from the Massachusetts Institute of Technology. He served with distinction in regular Army units, with tours of duty in West Germany and Vietnam from 1957-70. In Vietnam, he received several combat and service decorations and achieved the rank of colonel.

Dana Mead served in the White House from 1970-74, first as a White House Fellow and later as associate and deputy director of the Domestic Council. He joined Tenneco in 1992 after a 14-year career with International Paper, and was named to his current positions in 1994. As Tenneco solidifies its new identity as a world-class industrial company, his goal "is to ensure that wherever people see the Tenneco name, they know that the product and service will be delivered with quality, dependability, speed and value added."

Mr. Mead serves on the boards of Alco Standard Corporation and Baker Hughes Incorporated. He is chairman and director of the National Association of Manufacturers, a member of the policy committee of the Business Roundtable and is an active participant in numerous academic, corporate and public policy groups.

Tenneco has undergone a major transformation over the last few years. What is its current image and how do you want the company to be perceived going forward?

Our current image is basically positive, but we are not well enough known for what we really do. **Tenneco put its resources first into survival, then into managing our transformation and now into strategic strengthening and growth.** Now we're also engaged in a major corporate identity program to reflect that transformation. We must deal with some misperceptions about our businesses and the size and scope of the corporation.

Some people still view us as an oil and gas company, and even those aware of our transformation may not fully grasp its extent. Others among the general public may perceive Tenneco to be a large industrial company, but they aren't sure what sectors we're in, and they confuse us with other companies, such as Texaco and Textron.

We want the perception going forward to be that Tenneco is a world-class industrial growth company with two global manufacturing businesses — automotive parts and packaging. We also want our image to convey our high performance standards, our customer focus, our integrity, and the leadership of both the company and its employees.

You are embarking on a growth phase at Tenneco, having done a brilliant job of harnessing costs. How does Tenneco define growth and what are your goals?

We've said from the beginning that **we expect to grow earnings 15 percent a year over the cycle.** We have had four solid years of significant growth in earnings per share. Our six broad goals are: 1) building shareholder value; 2) achieving operating cost leadership based on further reducing costs and setting new standards in the cost of quality performance; 3) reducing earnings cyclicality; 4) maintaining the strength of our balance sheet; 5) increasing revenues, and 6) achieving world-class standards. Corporate image plays a large role in all these.

"You can't separate

What role does corporate image play in helping achieve your growth goals? What about corporate image versus division images or versus brand image?

The image of Tenneco as a world-class industrial growth company makes it easier to achieve our growth goals because the investment and business communities view those goals as credible and achievable. By the same token, as we continue to do what we say we'll do and achieve our goals one by one, the corporate image becomes more and more a reality. So, one reinforces the other.

1950s

Mass Marketing in an Age of Plenty

The postwar boom continued, unleashing a torrent of new products in every conceivable category. The spread of supermarkets and department stores required packaging to work harder to catch a shopper's attention and sell products. By decade's end, Lippincott & Margulies had become the world's premier packaging design firm — and had also broken new ground in developing the first known corporate identity program for Mead Johnson.

CHAMPION

Mead Johnson

Betty Crocker

the company's ima

Dana Mead
Chairman & Chief Executive Officer
Tenneco

ge and goal

The corporate image and the division images cannot be separated. The perception of each of the divisions is reflected in the corporate image, and unless the corporation is perceived positively and as having credibility, the divisions would lack the financial clout and support they need to do business and grow. Brand image also cannot flourish if the corporate or division images are tarnished. All are intertwined and complement one another. We're one company that happens to be in different industries, working toward the same goals, using the same management principles and practices, with the same reporting mechanisms, and a common mission and values across business sectors.

How are you changing Tenneco's positioning to achieve the "world-class status" that you've identified as a goal?

First, let me say that **positioning is a complex concept, tied closely to our strategy, how we go about our business,** even if you're talking about positioning in a communications sense – even there I wouldn't say we're changing our positioning. I'd say we're further defining it to reflect our values, goals and strengths. In other words, we are crystallizing the values and mission of Tenneco into a single expressed positioning statement. Anyone involved in corporate identity and image knows that you can't position yourself as something you're not. Nor can you express unrealistic goals. In the past, we've not used a positioning statement to unify our communications. Instead we've let our actions speak for us. So our positioning has been closely tied with our strategy of building on our strengths and eliminating areas of business that lack growth potential. What we're doing now is providing **the words that will be used to support our communications messages as we continue to implement our strategy.**

"World-class" is an important concept for you. What constitutes Tenneco's world-class standards?

We have 13 challenges that constitute our "world-class agenda." Some people may say that's too many; you can't focus on that many. But we believe we have to perform in every one of those 13 areas to succeed at the levels we've set for ourselves. We have set standards for operating cost leadership, profitability, market position, customer base, customer satisfaction, productivity, capital effectiveness, health and safety, management capital, product development, international business, information systems and environmental leadership.

from the emplo

For example, our standards for operating cost leadership cause us to look at the cost of quality as the cost of internal failure. If a machine breaks down, or a product fails to meet specifications, or a product breaks during use in the market, the company pays for those failures. When we began measuring failure costs, they were well over 20 percent of our revenues. By the end of 1995, they were 14.5 percent. Our goal is to reach 10 percent by 1997 and, eventually, world-class levels of 5 percent.

How important a role do your employees play in achieving the image you seek?

You can't separate the company's image and goal from the employees. They are the company, and you can't create the right image without their complete involvement. **Most of our employees are proud to work for Tenneco, and they identify with the company.** They know our mission. They want

world-class status for Tenneco. And they want to more than satisfy their customers. So we know the pride and motivation is there. Our job is to give them the tools.

You've undertaken a major corporate identity program. What motivated you to do so and what do you expect it to achieve?

We've known for years that our corporate identity was outdated. Although Tenneco sold its oil company in 1987, the company continued to use the logo that was adopted when the holding company was formed in the 1960s, one patterned after the oil company's gas station identity. **We knew it was completely inappropriate for today's Tenneco.** When this management took over the company in 1991, Tenneco was facing a financial crisis. When the company was restored to financial health and a new strategy for sustained growth was developed, we turned our attention to a new identity program. After intensive study and planning, it was launched in November 1995.

We have already achieved some of the results we expected. Many of our audiences have taken a new look at Tenneco. We look like a world-class company, and we look like one company, not unrelated businesses. We have a modern, strong, forward-looking logo that indicates a promising future. And we have an identity that's just as at home internationally as it is domestically.

How will this new identity structure support you in realizing the company's growth goals?

It will help reinforce awareness of the businesses we're in, illustrate the size and scope of Tenneco through a united identity, and give us a world-class look. As new signage has appeared with a common identity and new company-wide materials have been introduced, **our public and customers have begun to know just how large Tenneco really is, and they will be able to track our growth.** Also, while all of our businesses will continue to build on their individual strengths and reputations, they will additionally gain the advantages that accrue to a stronger and more prominent company. The known quality and performance of each Tenneco business will create opportunities for the others. Our goal is to ensure that whenever people see the Tenneco name, they know that the product and service will be delivered with quality, dependability, speed and value added. Finally, in this increasingly competitive world, the easier the company is to understand, the better. The new identity achieves that, and in that way it will help us reach our goals.

yees."

What is your personal role in this new corporate identity program?

I'm determined to make sure that it is supported at the executive level and that it is not diluted over time. As new acquisitions are made, new products developed and new markets entered, **the corporate brand structure must be consistently supported,** and my role is to see that this happens.

1960s

Corporations and Brands Go International

The power of brand marketing drove companies to extend their reach into new markets outside the U.S. Meanwhile, corporate identity was evolving into a potent tool for building brand awareness — increasingly in a global context as companies began expanding internationally. Transcending visual style and graphic coordination, corporate identity now encompassed the entire system by which a company employed its name, logotype, trademarks, advertising and image — in plants and facilities located in every corner of the world.

CHRYSLER CORPORATION

Coca-Cola

XEROX

The link between identity and growth

by Kenneth J. Roberts

Corporate growth is among today's most discussed business topics. Who has it? Who does it right? How do the best companies grow — and continue growing? But as you will see from the following examples, growth is hardly new to business — nor to the readers of Sense. The business tenets set forth in these vignettes from earlier issues of Sense prove that some ideas are as relevant today as they were 30 years ago.

Having built its reputation in office computing, Hewlett-Packard launched a line of home PCs in 1994. Some considered it a daring move, but market tests confirmed that consumers thought highly of the Hewlett-Packard brand. **"Without having the computers themselves on the shelves, we were already viewed as a leader in computer products sold at retail,"** HP executive Webb McKinney told **Fortune** magazine. Within months, Hewlett-Packard's Pavilion PCs had soared to fifth place in the crowded home PC market.

There are many lessons to be drawn here; perhaps the most important is the powerful impact of brand and corporate identity on a company's growth. "I think [the Pavilion computer] is a great product," Mr. McKinney said. "I don't want to denigrate it. But it was the brand."

To be sure, the link between identity and marketplace success is hardly news. It has long been known that **a strong, positive identity can drive higher profits, healthier market shares and greater competitiveness.** But until recently, its specific impact on growth has been less evident — possibly because the value of growth has not been fully appreciated.

But in 1994, Mercer Management Consulting reported a dramatic shift in the mindset of business leaders. Following a decade of economizing, downsizing and restructuring, they were turning their attention back to growth. There was increasing awareness that cost-cutting is not a strategy for growth — that "you cannot shrink to greatness," as Dwight L. Gertz and João P. A. Baptista write in **Grow to Be Great: Breaking the Downsizing Cycle** (The Free Press, October 1995).

(DESIGN SENSE 44 · 1965)

Corporate Turnaround

The story of an auto producer, a food processor and an airline: three great comeback companies with designs on growth.

Chrysler... Pet Milk... Eastern Air Lines. It would be difficult to find three great companies any more disparate in their activities. Yet the three have much in common. For one thing, all are engaged primarily in serving that most exacting of customers, the consumer. Here's another: until recently, the fortunes of all three were in decline — or, at best, growth had stalled. Each company brought to the summit dynamic new management with clear goals: profitable growth, supported by rigorous cost controls, day-to-day business sense, painstaking marketing strategy and effective integration of corporate activities.

Equally important was another question: how to alert the outside world that a turnaround indeed was in progress? Results would speak for themselves, but the exciting internal changes taking place were not yet on public view. Chrysler, Pet Milk and Eastern needed to project change and growth underway at once. All three came up with the same answer: replace the old corporate image with a dynamic new identity that would accurately reflect each company's new growth status.

Origin of Brand Image

Demand Curve Shift with Brand Equity
all else being equal

Growth: Not for small companies only

Moreover, senior managers in large, mature industries were acknowledging that growth is not the exclusive province of small and mid-size companies, or of "growing" industries such as health care and technology. In a Mercer survey of 280 chief executives, 94 percent rated growth a top priority.

"A growing number of executives feel they have followed the strategies of shrinkage as far as they can go," write Gertz and Baptista. "The reign of the cost-cutters is over."

While there are many avenues to sustained growth, brand and corporate identity management constitutes an especially powerful stimulus for it. For starters, deft and innovative brand identity management can shift customer behavior and increase customer commitment to a company's products and services.

What makes brand management so important today? Simply that brands are potent catalysts for growth, especially when it is no longer possible to rely on macroeconomics. As recently as a decade ago, worldwide economic growth rates approached 20 percent, so that even indifferently managed companies could bumble into success. But with today's slowing growth rates, **companies must increasingly look to new markets, new products and brand extensions to achieve the growth that once would have come so much easier.**

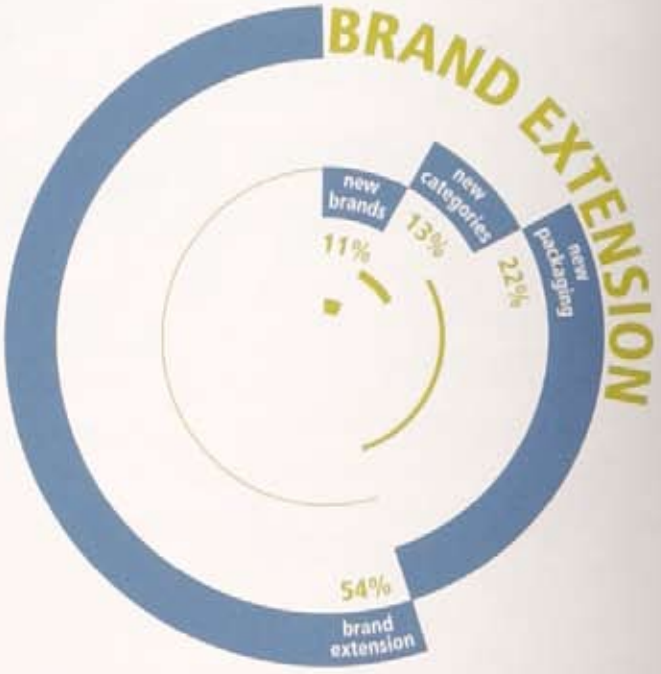
Brands signal information to key stakeholders, including customers, shareholders and the investment community. Their overall objective is to create brand equity — the power to shift demand and change customer behavior. In a marketplace grown crowded with store brands, off-brands, generics and new brands, the ability of a powerful brand to convey its message instantaneously and clearly becomes increasingly valuable.

Brand equity originates in brand image — the collective associations consumers make to a brand, such as the brand's name, logo, and their personal experience with the brand and their perceptions about it. But, not all are relevant to brand equity — only those with the power to change behavior. **The key to successful brand strategy is the ability to capitalize on the drivers of brand equity and their ability to achieve profitable growth.** Brand strategy development is driven by practical business decisions — can I extend my brand to new categories? How do I manage the merger or acquisition of brands? — and focuses on improving overall business performance.

The divergent fortunes of two automobiles made by the same manufacturer offer an unintended study of the power of brand strategy to alter behavior. Since 1989, both the Toyota Corolla and the Geo Prizm have been made by New United Motor Manufacturing Inc. (NUMMI), a joint venture of General Motors and Toyota. While the two cars are virtual twins, the Corolla has had consistently stronger sales despite a higher price. How come?

"The strength of Toyota's brand allowed it to charge more," says **The Economist.** "Buyers thought a Toyota would be superior to a GM car in the same class, and so happily paid more."

The effect of brand strategy on profit and growth is striking. While both cars cost the same to make — about $10,300 — Toyota sold 200,000 Corollas to dealers at $11,000 each, while GM managed to move only 80,000 Geo Prizms at $10,700 between 1990 and 1994, **The Economist** notes. The result: "Toyota made $128 million more than GM in operating profits from NUMMI, while its dealers made $107 million more than those of GM from the plant's products."



Growth through customer franchise management

Among the lessons to be gleaned from the Corolla-Prizm phenomenon is that changing customer behavior has never been more important. Where product quality was once the ultimate end, the paradigm has shifted. "Today, the customer is the ultimate unit of value," says Mercer's Eric Almquist. "Customers — not products or real estate or databases — are the true asset of any company and the source of its revenues and profits."

But not all customer relationships are created equal. One of the most promising pathways to growth today is **"customer franchise management"** — the care and feeding of only those customers who are most valuable and responsive to a company's products and marketing initiatives. Customer franchise management, says Mr. Almquist, "can be the basis for sustainable business growth." A case in point: McDonalds.

When you look at McDonalds' advertising, the mini-playgrounds, the airy, clean restrooms and the dearth of pay phones and video games, you realize they are selectively targeting families with children, says Mr. Almquist. "There are no incentives for teenagers to hang out."

The view from Wall Street

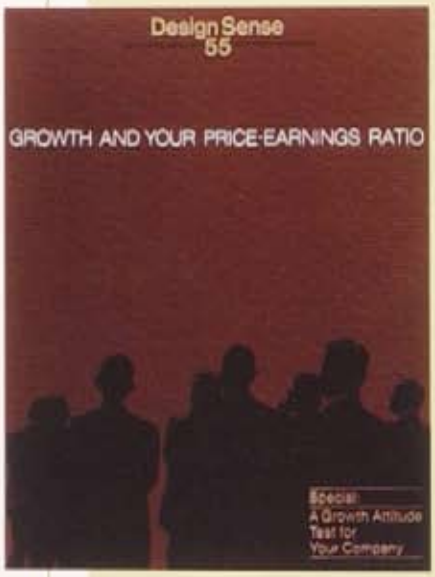
Adroit management of brand and corporate identities can also stimulate investor interest — a decided advantage when a company is launching an initial public offering, issuing debt or looking to be acquired. A 1994 survey conducted by **Fortune** magazine and Yankelovich Partners found that **companies with glowing reputations were more likely to attract investors** and enjoyed a price/earnings ratio that averaged four points higher than their less-esteemed competitors.

In 1994, Eli Lilly and Company spun off several units in its Medical Devices Division to

DESIGN SENSE 55 • 1967

Growth and Your Price/Earnings Ratio

Special: A Growth Attitude Test for Your Company



It may be a slight exaggeration to say that today's business climate makes continuing corporate growth the prerequisite of continued corporate survival. Yet all the facts at hand suggest that there is more truth than fancy in the pervading "grow or die" imperative. Ask any sophisticated member of the financial community to cite all of the prime indicators of corporate strength, not the least of which would seem to be prospects for future growth, with one measurement of these prospects being "a high Price/Earnings ratio."

But one word of caution: such indicators as the P/E ratio are not self-evident signs of a corporation's vitality. Even in antiquity, when phases of the moon or the entrails of sheep were among the more highly prized indicators, they required interpretive guidance to make their meanings clear.

In short, one cannot simply sit back and depend upon indicators to indicate by themselves. If they are to have meaning, they must be interpreted and projected, while the strengths of the company are communicated. Whatever it is you plan to say, it had better reflect substance and performance. Failure on the part of management to involve itself in the systematic communication of its own corporate progress and potential greatly enhances the probability that fragmented and misleading evaluations by outsiders will effectively undervalue corporate performance.

form a new public company. Although these businesses were leaders in their respective markets, Wall Street identified them closely with the Lilly name. What the new entity needed was a compelling, unified identity of its own.

Lippincott & Margulies was retained to develop a global identity program for the new company, built around the name Guidant and encompassing a logo, corporate colors, a visual system and graphic identity guidelines. All were designed to project an image of innovation, strength, quality and stability.

For Guidant's initial public offering, we developed an identity introduction plan and assisted in coordinating the various communications resources required to launch the program.

The Guidant IPO was highly successful. Today, this $931 million public company enjoys a strong presence independent of Lilly, projecting strengths that have registered well among investors, as well as employees and customers.

Nissan carves its niche

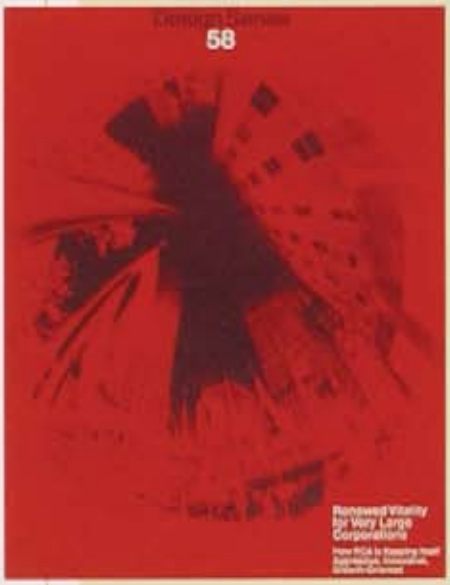
Another route to long-term growth is through expansion into new businesses and geographic markets. When Nissan decided to enter the U.S. luxury car market in the mid-1980s, its management understood that success rested on its ability to achieve a differentiated presence among such established competitors as Mercedes-Benz and BMW, not to mention the rest of the Nissan line. We recommended that Nissan's new car be positioned as a unique and elegant product of Japanese craftsmanship and that it be marketed separately from other Nissan products.

We created the name Infiniti to express the endless potential for satisfaction. And we worked with dealers, advertising and public relations agencies on an introduction plan that would fully exploit the new brand name and visual identity. By the time Infiniti appeared in the showrooms, it had already been established as a premier luxury automobile with a high level of recognition in the U.S.

DESIGN SENSE 58 • 1968

Renewed Vitality for Very Large Corporations

How can a very large corporation encourage the innovative aggressiveness needed to achieve continued growth?



All companies were small once. And the small companies that became big got there because somebody — or a lot of somebodies — wasn't content with things as they were. They dared to change, to take action different — in some way — from the rest of the pack.

In the past, companies have employed a piecemeal approach in attempting to shore up signs of weakness. Without any overall plan, they tried to do the job with unrelated efforts in one or several areas:

- special corporate advertising
- stronger brand advertising
- new division advertising
- changing public relations agencies
- instituting a corporate identity program
- extra promotion
- more product publicity
- new marketing strategy
- redesigned packaging
- changing company symbol

Now a broader perspective calls for combining these efforts in all these areas, using them as building blocks in a total communications program. This not only multiplies their effectiveness and greatly increases their efficiency, but it provides the consistency and strength of overall impression that is essential for successful communication in today's ever more crowded and competitive marketplace.

One way to answer our question is to make sure your corporate communications never become static. The managements in charge of change today stand on the threshold of global marketing with its new dimensions of cultural and language differences. As your company evolves and grows, your communications program should evolve with it — meeting new challenges, inspiring new solutions.

Identity: a powerful impetus for growth

What **The Wall Street Journal** calls "corporate anorexia" — a single-minded fixation on cost-cutting — can erode a company's resources, skills and morale. Today, the smart money is on growth.

But to foster growth, identity management cannot be viewed as an afterthought, a matter of mere cosmetics or peripheral to the company's business objectives. Any effective identity program must be clearly and credibly linked to corporate image, figure centrally in the company's core strategies, and provide a tool for building and managing brands.

In the end, identity management can serve as a powerful impetus for growth. And it will figure even more crucially in the destiny of corporations and brands in the next century.

DOOSAN
DONG-A'S PRIME
ENGLISH-KOREAN DICTIONARY
Majiang
SPECIAL
DOOSAN 100
18C
OB LAGER
오비라거
DANONE
DOOSAN 100
1896-1996
LAGER
오비라거
CAFRI
프리미엄 맥주 PREMIUM BEER
카프리
Champions
BEARS
1995
1996

Doosan Group **VICE CHAIRMAN YONG SUNG PARK** was center stage among thousands on hand at Seoul's Olympic Judo Stadium to celebrate the company's centennial earlier this year. At 100, Doosan is Korea's oldest corporation, but Mr. Park likes to think of it as its most forward-looking. "Our new corporate identity exemplifies our commitment to becoming the leader of the 21st century by focusing on the challenges of the future, rather than finding comfort from the successes of the past," he says.

A product of both Korean and U.S. higher education — he holds a bachelor's degree from Seoul National University and an MBA from New York University — Mr. Park joined Doosan in 1974 as a sales manager and has had a pivotal role in building the company into one of Korea's most broadly diversified corporations. Since 1989, he has served as the Group's Vice Chairman and as CEO of Oriental Brewery, a Doosan subsidiary and Korea's largest brewery known worldwide for its OB Beer.

Mr. Park was recently elected President of the International Judo Federation, becoming the first Korean to head an international Olympic federation. His collection of essays, **Only Those with Dreams Can Achieve**, has become standard reading among young Koreans embarking on business careers.

"One hundred years

How has Doosan Group positioned itself for future growth?

Our vision since 1993 has been to position ourselves as the leading corporation of the 21st century, with a future-oriented corporate culture, first-class brands and globalized businesses. In line with Doosan's centennial celebration motto, "100 years of tradition and 100 years of challenge," our management philosophy is emphasizing customer-focused business activities, enhanced product quality and an innovative lifestyle. It reconfirms our conviction that **the basic foundation for a company's growth is its people.**

To put this management philosophy into action, we created a corporate spirit known for its four P's to inspire a united and progressive spirit among employees: "With pride as members of the Doosan Group, we always think and behave with a professional, passionate and positive attitude in all aspects of our work."

Given Doosan's diverse portfolio of businesses, what is the strategy behind the company's approach to image management?

As Korea's oldest corporation, Doosan is known for its trustworthy, honest and humanistic corporate culture. However, it is also perceived to be conservative. Thus, as it celebrates its centennial, Doosan Group is pursuing a new corporate image through a more aggressive style of management.

We are striving to be a more progressive, future-oriented and global company, while retaining our traditional attributes. **In order to present a singular identity, many of the subsidiary companies using other names have adopted the Doosan name.** Moreover, the number of subsidiary companies was reduced by combining companies in similar industries or businesses. Thus, through Doosan's new corporate identity all of our companies will have a united image that will serve to benefit the Group. In addition, to familiarize all employees with the new corporate identity and culture, a new training course will be given on the management philosophy, the corporate spirit and the visual identity.

1970s

Corporate Identity Moves into the Marketplace

With corporate identity having come fully of age, its scope expanded into the retail arena. Lippincott & Margulies demonstrated that other identity components could be harnessed to help multi-unit chains shape their image and sharpen awareness among consumers. Identity management had come to be viewed as a primary tool for achieving competitive advantage in the marketplace.

# of tradi

Yong Sung Park
Vice Chairman, Doosan Group
Chief Executive Officer, Oriental Brewery

on, one hundred

What role does corporate image play in helping you achieve your growth goals? And how does the role of corporate image differ from the role of your brand images?

In today's highly competitive and increasingly international business climate, the emphasis has shifted from a seller's market to a buyer's market. In a buyer's market, the product not only has a short life cycle, but the structure of the market in which the product is sold has also changed. The consumer no longer recognizes a product just from its quality and brand. Instead, **a truly successful product is highly correlated with its corporate image.**

That is why corporate image becomes the basic foundation for creating a closer relationship between the company and the consumer. In other words, corporate image informs the customer beforehand of the company's present attributes and future direction. In the 21st century, it will be extremely difficult for a company and/or product to be successful without a strong corporate image.

What are some of Doosan's key attributes? What would employees say? Customers?

Doosan did not become Korea's first 100-year-old conglomerate by chance. We pride ourselves in having solid long-lasting relationships. This stems from the founder's philosophy of **"harmonized human relationships,"** which has become the core of the company's management philosophy. Doosan is known for a work environment that encourages open communication between superiors and subordinates, which is very rare among Korean companies. **Employees also take great pride in the fact that Doosan products are widely perceived by consumers to be trustworthy.** They are also looking for changes that will prepare Doosan for the future. The founder's commitment to quality has been preserved and valued over three generations of management and is a common theme that unites our companies.

years of challeng

How does the "best practices/world-class" outlook influence the growth of your various businesses?

As Doosan takes steps to be the leading company of the 21st century, management activities focused on **"customers, quality, innovation and talented employees"** along with the ability-based personnel system have brought forth in all employees an assertive and proactive attitude toward their work, which in return has contributed to the company's growth. It is essential to be able to rapidly obtain and provide corporate information all over the world for modern-day corporate management. Doosan's information network not only provides market information of different businesses, but it also has a system built in to analyze consumer market information, which helps establish a customer and market-focused management strategy.

Why do you consider it so important for large, diverse companies such as yours to develop an overall corporate image, and what motivated your decision to do so?

Doosan's history spans 100 years, but the current management structure was established in 1978 and along with the Doosan name and corporate symbol has been in use ever since. However, the symbol is in the shape of a shield, which projects a protective and defensive image. That does not fully reflect the new corporate philosophy and spirit created in 1993 to prepare for Doosan's leadership role in the 21st century. Thus the need for an international corporate image and a united image for our subsidiary companies. **We believe that a dynamic, overall image helps us establish the kind of corporate culture we need in order to compete globally.**

What role does the corporate mission play in your organization, and how will it serve to inspire your employees and facilitate growth?

A corporate mission is an important guideline to enable our employees to understand the direction in which the company is aiming to grow and what each person needs to do to achieve this goal. At the same time, customers will be directly affected by the quality of our products under the umbrella of a unified corporate image. **A good image helps to drive growth through increased customer preference and purchases.** So the corporate vision defines Doosan's direction and vision for our employees, serves as a standard for management, and shows customers our company's identity.

How will you manage the corporate brand as opposed to the product brand?

There are cases where the corporate name Doosan is not used for specific products that have very strong brand names. But **a unified corporate identity will at the least manage the level of recognition and relate those brands using other names to the Doosan Group.** A corporate culture team, formed with the responsibility for image management, will be responsible for relating the same image and standards to those brands as apply to the rest of the company.

e."

How will you measure the effect of the identity program on Doosan's image?

The new corporate image will be rated a success when, internally, **a sense of unity, belonging and pride is implanted in our employees,** and, externally, a new future-oriented global corporate image is projected. In order to achieve success, I myself must take the initiative and set an example. When the united corporate identity strategy reaches the level of maturity, a general analysis and an internal and external response survey will be conducted. The product and corporate brand relationship will also be researched. A year after the introduction of the new corporate identity program, a detailed study will be conducted to measure its effectiveness. We have high hopes for its success.

1980s

Playing by a New Set of Rules

Deregulation, mergers, restructurings and buyouts wrought dramatic change in the competitive landscape and opened up new challenges for managing identity. Long-established companies underwent major repositioning programs, with some ceasing to exist as separate entities. As American companies continued to globalize, foreign brands began establishing a major market presence in the U.S. Lippincott & Margulies worked with many newly configured organizations, helping them to reconcile new names and images with those of existing brands and subsidiaries and to meld contrasting employee cultures.

NYNEX

ENRON CORP

INFINITI

Translating positioning into experience

How the language of retail design communicates identity

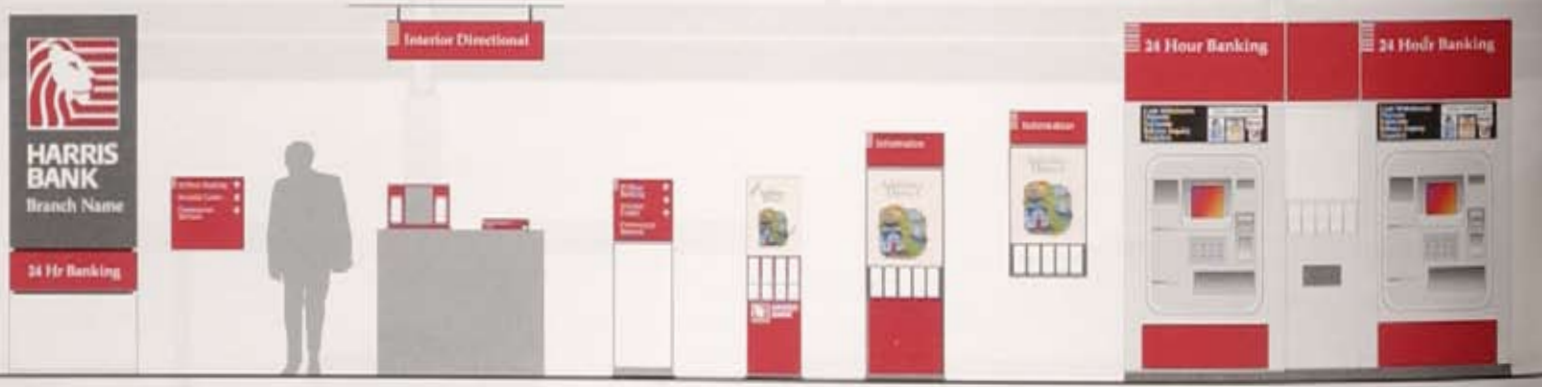
The retail setting is a vital extension of a company's corporate and brand identity. By translating a company's core attributes and desired positioning into the point-of-sale experience, three dimensional design activates the senses and communicates a clearly differentiated message. From the moment a customer approaches a store, a restaurant, a service station or a showroom, the retail setting offers the potential to engage their interest — and the promise of an enduring relationship. Here on these pages are just a few of the successful retail experiences Lippincott & Margulies is proud to have played a role in creating.

PriceSmart

Large, industrial entrances, cavernous space and stock-piled steel shelves help export the popular American membership shopping experience to PriceSmart's venture into international markets.

Harris Bank

An updated identity and new customer-friendly message and merchandising systems helped reposition the once commercial Harris Bank as a responsive, service-oriented community bank.



Continental

With a new identity encompassing every visible presentation of the brand — from tickets to terminals, uniforms to aircraft — Continental Airlines signaled a dramatic repositioning aimed at achieving the status of a world-class carrier.

Red Lobster

Red Lobster's new "wharfside" theme lets customers experience the distinctive ambience of dining next to where the fleet unloads its catch — even if the nearest coastline is a thousand miles away.

Sonic

Combining the drive-in, carhop era with modern fast-food service helped create Sonic, America's Drive-in "retro-future" concept, offering a unique dining experience for today's on-the-go lifestyles.

Daewoo

For its first venture into the highly competitive European automobile market, Korea-based Daewoo Motors introduced an open, flexible dealership design system that projected an approachable image for first-time and second-car buyers.

Infiniti

Infiniti's positioning as a premium, finely crafted automobile is derived from Japan's heritage and culture, extending from its name and symbol to the design of its showroom and signs, welcoming buyers seeking the finest in automotive luxury.

BLACK&DECKER®
LESLIE LOCKE
PROUD MEMBERS OF HOME D
OLYMPIC FAMILY
THE HOME DEPOT
7/8 HUSKY * 33028 7/8

Shoppers at The Home Depot stores like the one across from the company's Atlanta headquarters shown on the following pages may revel in the sheer abundance of merchandise. But **CHAIRMAN & CEO BERNARD MARCUS** insists the key to the company's growth isn't only its product line, but also its people: "I'm always asked how we find the kind of people who staff our stores, who wear the orange aprons," says Mr. Marcus, who co-founded the retailing giant in 1978. "We don't find them. We have to create them."

A New Jerseyan by birth, Mr. Marcus earned a degree in pharmacy from Rutgers University only to embark on a career in home improvement. From 1972-1978 he was Chairman and President of Handy Dan Improvement Centers, Inc., where he first tried out some of the retailing ideas he would later perfect at Home Depot: competitive prices, high volume and an obsession with customer service. "When customers walk out of our stores," he says, "they marvel at the service and attention they've received." Last year, Home Depot was rated America's most admired retailer by **Fortune** Magazine.

Mr. Marcus serves on the board of several corporations, nonprofit organizations and educational institutions. He and his wife, Billi, founded the Marcus Center in Atlanta, which provides support services for persons with mental retardation and developmental disabilities and their families.

How has Home Depot achieved its reputation as one of the country's most respected companies?

The answer is simple. Our people. They're fundamental to our growth. **We share the common goal of giving our customers the best possible retail experience.** To achieve that we devote a tremendous amount of time and effort to develop a workforce imbued with the credo that **every customer who walks out of our stores must be a satisfied one.** Home Depot is noted — and envied — for its ability to attract, develop and keep talented people. We train them thoroughly and continually, and we encourage them to make decisions on their own initiative. We really believe that one person can make a difference. And collectively they've created our growth.

How do your employees play an active role in the growth of the company?

I'm always asked how we find the kind of people who staff our stores, who wear the orange aprons and demonstrate what we call "orange power." We don't find them, we have to create them. **We look for people who are honest and highly motivated, who want to work and create something.** They may not have the skills, but they have the desire. We take that raw material and mold it into a winning team. And we empower them to think and act independently. We believe **our people are the most important difference between ourselves and our competitors.** They've enabled us to develop long-standing relationships with our customers and expand our business. And so when customers walk out of our stores, they marvel at the service and attention they've received.

How do you develop this kind of committed workforce?

We do that not only by picking the right people, but also by constant training. We have training classes at every level of the company. It's more important than any other

"Customer service

task we do. **Everyone is involved in training, from the chairman and president, to the heads of divisions, to store managers.** Nobody else does training this way. It's time-consuming and it's hard work for management. But that's the way we instill our corporate culture in every employee and keep it fresh. **It's also how we grow. And we share our growth with all our people.** We pay well above the industry level and we offer stock ownership and profit sharing.

1990s

The Era of Consolidation and Globalization

Shifts in the geopolitical landscape and the rapid globalization of markets have had major implications for managing corporate and brand identity. Even small and mid-size companies today must compete for customers and capital in many different cultures and economies around the world. And many brands once identified with a single country or region are now commonly marketed on a worldwide basis.

SAMSUNG
TravelersGroup
The McGraw-Hill Companies

is at the

ore of our

Bernard Marcus
Chairman & Chief Executive Officer
The Home Depot

What is so different about your training process?

These classes are not just lectures. At least half the time is devoted to discussions. Our people are encouraged to tell us about all the things that concern them. After all, **they're at the point of the action.** They know what's really going on because they're right there and see it on a daily basis. The problem at many companies is that there's a short circuit from the ranks to management. There's a hierarchy ladder. The bigger the company, the less chance there is that the concerns of the employees reach the top.

But at Home Depot, with our 80,000 employees and $15 billion in annual sales, discussions are completely open. Our people know that if they want to say something, they can say it. **They can express anything that's on their minds without any fear of retaliation.** We encourage that. We think it's critical to our success that our people can open up and tell us anything they want to. And they're not afraid to do just that. Of course, to achieve that we have to prove that we can be trusted. Trust is an essential factor. And that trust between management and employees translates into trust between ourselves and our customers.

How would you define Home Depot's image?

Customer service is at the core of our identity. And that trust I just described is a key part of it. Internally, we're a company that has a family atmosphere. A store consists of a group of individuals who must be able to work together and live together. **They've got to be happy together, be blissful together, and suffer together as well.** If things are not going well, they all have to be involved with it. We also have to support one another. This company has a philosophy of taking care of our own people. All of them consider themselves part of the Home Depot family.

Why is it important to the success of the company?

Because if you're happy with what you do, if you like where you are, you perform well. There are many companies that are run out of fear. Fear that if you make a mistake, you're dead. If you don't do exactly what you're told to do, you'll be fired. That's not the case at Home Depot. **We encourage and reward independent thinking and initiative.** If you make a mistake or an error in judgment, that's okay, as long as it's an honest mistake, because we ask our people to make judgment decisions all the time. **Our policy is that no customer ever leaves our store unhappy, no matter what it takes.** Now, we don't have a book that tells how to satisfy every single problem of every single customer. In retailing you never know what's going to come up. You can be in a store 50 years and you will have experiences that never happened before. That's why our people must be able to use their common sense and their judgment.

identity."

If the internal image of the company is that it's like a family, what's the outside image?

Our customers trust us. They trust the name Home Depot, again because of the people aspect. They feel comfortable in our stores, comfortable enough to ask any kind of question, even one they might think sounds foolish. They know we'll spend all the time that's needed to answer it. That's how we build customer loyalty. **They've also come to know that we're committed to providing top-quality merchandise at affordable prices.** And if a store gets so crowded that we can't provide that kind of service, we'll build another one near by. Our goal is to develop strong, long-term relationships with our customers. They trust us because they know we stand unconditionally behind anything we sell or say. **Our credo is that a customer should walk into one of our stores with a smile and walk out with a smile. Now write a better one than that.**

As you look to the future, what will you do to continue to grow and preserve your reputation as the most admired retail company in America?

The pitfall for many companies is that their top people start reading their own press releases and begin to fall in love with themselves. They start spending time on things other than their businesses, they lose their focus and they think of themselves as big shots. **But we are very careful to remain totally focused.** We believe we have an undying obligation to the people who have brought us to where we are. I can't tell you how strongly we feel about that. I don't know of another company that speaks with the passion that we do about satisfying our customers. If we keep that passion, we won't have to worry about the future.

Is Home Depot now a distinctly American brand?

I think so. The name Home Depot is very meaningful wherever you go, all over America. Even where we don't have stores, they know who we are. They've read about us, and they tell us they're waiting for us. When people come to an area where there are Home Depots, from a place where there aren't any, their friends will insist on taking them to enjoy a new kind of shopping experience. So it is a brand, without question. And, as I've said before, our people are an essential ingredient of that brand.

How did sponsoring the Olympics make good business sense?

First, we felt we owed it to the city of Atlanta. We started there, we prospered there, we're an important part of the community, and we're a large employer in the city and the state of Georgia. In addition to that, **we think we're in kind of an Olympic race ourselves.** We're always pushing for the gold medal anyway. **Our employees identify with being No. 1.** They won't be satisfied with a silver or bronze. **They want a gold because gold means growth and opportunities.** So our program aimed to get our people to understand that we're in an Olympics together, but not just every four years. Our Olympics is every day of the year.

Lippincott & Margulies Marks a Milestone

Taking Stock at 50 Years

When J. Gordon Lippincott's and Walter P. Margulies' firm opened for business a half-century ago in New York, it heralded a whole new approach to how companies sell their products and services. Since then, Lippincott & Margulies has helped hundreds of corporations to define — or redefine — their corporate, retail and brand identities.

In many ways, the firm's principal contribution transcends its work for clients. Lippincott & Margulies originated the concept of corporate identity and coined the term to denote the myriad ways a company projects its individuality, from its name and logo to the color of its trucks and factory buildings. The firm has helped change how we think about corporations — and how corporations think about themselves.

Lippincott & Margulies' early focus was on product design — typewriters, hotel interiors, a visionary though short-lived automobile called the Tucker, and the interior of the world's first atomic submarine, the U.S.S. Nautilus. A few years later, the firm expanded into packaging.

The timing could not have been better: In the aftermath of World War II, a national economic surge was reshaping America's buying habits. Grocery stores were giving way to giant supermarkets. The new medium of television gave advertisers unprecedented potential to reach mass audiences. And start-up companies and new brands seemed to proliferate daily.

Creating Identities That Differentiate

These developments posed a challenge to marketers: how to create an identity that would differentiate their brand from the competition's. Virtually overnight, both package and product design became critical communicative elements, and the line separating them was blurring. During a visit to New York's Museum of Modern Art, Walter Margulies noted that the items in MOMA's industrial products collection all shared two characteristics: all were aesthetic triumphs and commercial disasters. The juxtaposition troubled Mr. Margulies, who believed that product and package design should serve a business purpose as well as an aesthetic function.

Lippincott & Margulies' first significant packaging assignment — the redesign of the Campbell's Soup can — yielded one of the most enduring images in contemporary history. Another early effort, for the Floral Telegraph Delivery Association, produced a trademark that remains vital to this day — FTD's "Mercury" logo.

The flow of new products in virtually every category remained strong in the ensuing decades. Lippincott & Margulies grew, too, adding companies like General Mills, Coca-Cola, A&P, Champion Spark Plugs, Chrysler, Uniroyal, Citgo and American Express to its client list.

The firm had come a long way from its industrial design origins, achieving preeminence in such disciplines as corporate identity and image man-

agement. Household names such as Amtrak, Duracell, OFF! and Taster's Choice were developed by Lippincott & Margulies.

Today, the focus on building brand identities to deliver distinctive marketing messages is standard operating procedure. Says CEO Kenneth J. Roberts, "The most successful corporations today have come to understand that brand names, logos and images are among their most valuable assets and a true catalyst for growth, especially in a time of increased global competitiveness."

A Communications Breakthrough

But the linkage of name, logo, advertising and packaging in a single, unified selling statement represented an important breakthrough when Lippincott & Margulies pioneered it in the mid-1960s and early '70s. Then, as the marketplace grew increasingly crowded and companies jockeyed for market share, Lippincott & Margulies introduced new tools for building and managing distinctive identities.

These went beyond names, logos and packaging into far-reaching systems that encompassed every visual and verbal element of a corporation — on any item projecting a company's identity, in any market of a company's operations. For Coca-Cola, Lippincott & Margulies created an historic brand identity system encompassing bottlers' trucks, drivers' uniforms, signs, advertising, vending machines, cans and even paper cups. For American Express, the firm fashioned a program that enabled a vast organization involved in travel services, investments, banking, trade and charge cards to reach its markets with a single voice. For Goldman Sachs, the consulting team helped position the investment banking firm to assume leadership in an emerging global marketplace.

Meanwhile, Lippincott & Margulies' portfolio of corporate identity tools and proprietary processes expanded to embody all aspects of a company's communications and came to be appreciated as a mainstream business activity. Notes Ken Roberts, "The companies we've served all view identity management as a uniquely potent tool for solving business problems, from stagnating market share, to undervalued stock price, to misperceptions about a company's businesses."

In recent years, tumbling regulatory barriers, globalization and corporate restructurings have altered the competitive dynamics of entire industries. Not surprisingly, Lippincott & Margulies, founded as an American company serving American clients, today does over 40 percent of its business outside the United States. "One reason identity management today is more important than ever before," says Gordon Lippincott, "is because of businesses' need to position themselves and their products in regions and countries they never dreamed would be viable markets."

Managing Identities in Complex Times

More recent client programs for Infiniti, Tenneco, The McGraw-Hill Companies, IBM and Samsung underscore the growing complexity companies face trying to manage their global images in the midst of exploding technology and mounting new mediums for expanding communications.

As Lippincott & Margulies has grown, so has the role played by brand and identity management in attaining business objectives and competitive advantage. "Rarely does a day pass when the business press isn't directly linking a company's success to its image and brand equity," says Ken Roberts. "Market share, profitability, stock price, recruitment appeal, employee morale — all can be enhanced or undermined by a company's image. That's the principle on which Lippincott & Margulies has operated for 50 years."

Lippincott & Margulies

Client List

We are proud to list here some of the companies with whom we have been associated since 1945.

A&P
ABC Television
Acustar
American Express
Amtrak
Arch Communications
ARCO Products Company
Arkwright Mutual Insurance Co.
AT&T
Atlantic (Sun Co.)
Banco Sud America
BankAtlantic
Bank of Boston
Barclays Bank
Baskin-Robbins USA
Bausch & Lomb
Bell Atlantic
BellSouth
Beneficial Finance
Blue Cross & Blue Shield of Massachusetts
Blue Cross of California
Bonimart
Boston Scientific
Buick
Burlington Northern
CaliforniaMart
Caltex Petroleum
Canadian Pacific
Capital Holding Corp.
CapitalOne
Carnegie Hall
Centerior Energy
Chevron
Chrysler Corporation
CITGO
Coca-Cola
Comerica
Conoco
Consolidated Edison
Continental Airlines
Daewoo Motors
Del Monte
Deloitte & Touche
Doosan Group
Dupont Merck
Duracell
Eaton
Enron Corp
Exxon
Finova
Firestone
First Union
Flagstar
Foodmaker, Inc.
Fraser Papers
General Motors
The Gillette Company
Goldman, Sachs & Co.
Group W
HANDOK Pharmaceuticals
Harcourt General
Hardee's
Harris Trust
Hartmarx
Hertz
Hoechst Celanese
Humana
IBM
INFINITI
International Paper
INTERSOLV
Isuzu Motors
ITT Hartford
Johnson & Johnson
Kelly Services
Leslie Fay
Lifetouch
The Limited
LOEB, Inc
Marine Midland Bank
Marriott
Marsh & McLennan Companies
MayCenters
The McGraw-Hill Companies
Mellon Bank
Midlantic Bank
Monterey House
Neworld Bank
New York Life
Nissan
NYNEX
Old Kent Financial
Oldsmobile
Olive Garden
PacifiCare Health Systems
Pacific Bell
PacifiCorp
Papa Gino's
Parke-Davis
Pathmark
Payless ShoeSource
Petro-Canada
Petroleum Heat & Power
Pizza Hut
Price Ventures
Primerica
The Principal Group
Provigo
Rainier Bank
RCA
Red Lobster
Repsol
Roadway (Caliber System)
Ryder System
Saehan Media
The St. Paul Companies
Salomon Brothers
Samsung Group
SCANA
Sear's Roebuck and Companies
ServiStar
Shell Oil
ShowBiz Pizza Time
Signature Flight Support
Sonic Drive-Ins
SONY Music Entertainment
Southern California Gas
The Southern Company
Standard & Poor's
Sunoco
TACOTICO
Tambrands
Telus Corporation
Tenneco
Texaco
3M Company
Travelers Group
TRIAN Group
Trustmark
TRW Information Services
Türkiye Is Bankasi A.S.
Uniroyal
United Healthcare
United Technologies
Unocal
UNUM Corporation
Western Union
Xerox
Zenith Data Systems

Lippincott & Margulies, founded in 1945, pioneered the practice of corporate and brand identity and image management. The firm operates globally assisting companies in shaping the perception of their organization, retail business, brands, services and products through the development of proprietary communications, and identity and communications systems.

- **Image Analysis and Identity Planning**
- **Positioning**
- **Communications Strategy**
- **Brand Equity Assessment**
- **Brand Strategy**
- **Name and Name Systems**
- **Graphic Design**
- **Retail Design**

For your convenience, a copy of this reply card may also be returned to Lippincott & Margulies via **fax 212 308 8952.**

We also welcome your comments and queries via **e-mail at info@lippincott-margulies.com.**

Please visit our **Web site at: http://www.lippincott-margulies.com.**

I would like more information about how Lippincott & Margulies helps a company grow through corporate and brand identity management:

- ○ Please add my name to your mailing list.
- ○ Please have someone contact me.

Name

Title

Department

Company

Address

City State Zip Code

Telephone e-mail address

Type of Business Annual Revenues

Please send me the following information:

- ○ **Sense 93**
  Employees and Image:
  The new corporate ambassadors in the marketplace
- ○ **Sense 92**
  Today's Decisions, Tomorrow's Image.
  How some leading companies view image management as a corporate priority

- ○ **Briefcases**
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